

APPENDIX C

Employee Equality Impact Assessment

Project Name: Street Scene Restructure

[This document remains live with information being added at each critical milestone]

Service Project Owner:	Kitran Eastman, Streetscene Director
Date process started:	August 2017
Date process ended:	December 2017

This EIA is being undertaken because it is:	Reason	Description
		Outlined within the equality scheme relevance assessment table
		Part of a project proposal submission to the Project Board
	X	A result of organisational change
		Other – please specify:

EIA Contents:

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1. Introduction

1.1 Aims and objectives of the Project

Following staff consultation and the Environment Committee decision to retain Street Scene as an in-house service a new structure has been finalised. The new structure looks to ensure that Street Scene will be a resilient service, delivering quality and value for the residents and businesses of Barnet. There is also a requirement that the Street Scene Services make efficiency savings of £3.4m between 2017/18 and 2019/20. As part of the proposals to achieve these changes a robust review of the Street Scene operations and associated workforce requirements has been undertaken.

As a result of the review a proposed restructure was developed and formal consultation on with staff on the changes to be carried out and is detailed within this report. It is anticipated that as a consequence of the proposed restructure it is likely that potentially up to 35 staff posts in Street Scene Services will be placed at risk of redundancy.

In addition for some roles there will be a change of location and line management, a change of job title, deletion of vacant posts and a change to posts which at present remain vacant.

1.2 Description of the critical milestones

1. Initial review of Street Scene services - identifying all staff currently anticipated to be in scope – Dec 16.
2. Commencement of formal consultation process – April 17 (further consultation September 17 for Office based staff)
3. Post implementation review - Dec 17

1.3 Key Stakeholders

- All employees within Street Scene Service
- Senior Council Officers
- Trade Union – key Trade Union staff
- All stakeholders above will receive detailed information and plans of the current proposals.

2. Any Anticipated Equalities Issues at each milestone and identified mitigation

2.1 Milestone 1 –Initial review of Street Scene services

Potential issue

Uncertainty and anxiety from staff until implications are understood affecting morale and performance.

Mitigation

The development and subsequent rollout of a suitable formal Consultation process will ensure staff are fully engaged and informed of proposals with opportunity to raise concerns and ask questions.

2.2 Milestone 2 – Formal Consultation process

Potential issue

Uncertainty and anxiety from staff until implications are understood affecting morale and performance.

Lack of understanding of the proposed changes and how each member of staff may be affected.

Mitigation

The formal consultation process will include;

- Email/Communication to staff informing them of timescales for staff consultation. Undertake presentations to groups of staff
- Personal meetings with staff members run during the consultation process. (Manager & HR) employee can bring a trade union rep.
- Collate and provide responses to Frequently Asked Questions (FAQ's) during the consultation process
- Staff can express interest in new roles if appropriate, can also seek expressions of interest in voluntary redundancy
- Street Operation staff have been actively encouraged to consider other roles within the DU and management undertook an exercise to collect expressions of interest to avoid compulsory redundancies.

2.3 Milestone 3 – Post restructure review

A detailed assessment of the restructure and outcomes will be carried out. Any outstanding issues and corrective activities will be addressed as far as possible.

3. Monitoring Summary

3.1 Table 1- Employee EIA Profile of the Project (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it). Where numbers are less than ten it has been marked * so as not to identify individuals.

Gender	Total Number	
Female	103	21.37%
Male	379	78.63%
Age Band		
18-21	*	*
22-29	39	8.09%
30-39	94	19.50%
40-49	106	21.99%
50-64	212	43.98%
65-74	27	5.60%
75+	*	*
Ethnic Group		
(blank)	41	8.51%
WHITE - BRITISH	254	52.70%
OTHER BLACK BACKGROUND	14	2.90%
BLACK OR BLACK BRITISH - AFRICAN	27	5.60%
WHITE - OTHER	50	10.37%
ASIAN OR ASIAN BRITISH - INDIAN	25	5.19%
BLACK OR BLACK BRITISH - CARIBBEAN	28	5.81%
WHITE IRISH	11	2.28%
PREFER NOT TO SAY	*	*
OTHER ASIAN BACKGROUND	*	*
NOT KNOWN	*	*
MIXED - WHITE AND BLACK CARIBBEAN	*	*
ASIAN OR ASIAN BRITISH - BANGLADESHI	*	*
OTHER MIXED BACKGROUND	*	*
ASIAN OR ASIAN BRITISH - PAKISTANI	*	*
OTHER ETHNIC GROUP	*	*
MIXED - WHITE AND BLACK AFRICAN	*	*
OTHER WHITE BACKGROUND	*	*
MIXED - ASIAN & WHITE	*	*
Disabled Y/N		
(blank)	31	6.43%
N	392	81.33%
P	37	7.68%

Y	22	4.56%
Disability Type		
(blank)	466	96.68%
OTHER DISABILITY	*	*
REDUCED PHYSICAL CAPICITY	*	*
LEARNING DIFFICULTIES	*	*
HEARING	*	*
Same Gender as at Birth		
Prefer Not to Say	*	*
Yes	88	18.26%
Not Known	392	81.33%
Religion or Belief		
(blank)	33	6.85%
CHRISTIAN	208	43.15%
NO RESPONSE ON FAITH	13	2.70%
ATHEIST	20	4.15%
NO RELIGION	93	19.29%
MUSLIM	23	4.77%
PREFER NOT TO SAY	29	6.02%
SIKH	*	*
BUDDHIST	*	*
HINDU	22	4.56%
OTHER FAITH	25	5.19%
JEWISH	*	*
AGNOSTIC	*	*
NO FORM RETURNED	*	*
Sexual Orientation		
(blank)	59	12.24%
HETEROSEXUAL	329	68.26%
INFORMATION REFUSED	88	18.26%
GAY MAN	*	*
BISEXUAL	*	*
GAY WOMAN/ LESBIAN	*	*
Civil Status		
CIVIL PARTNER	*	*
COHAB	39	8.09%
DIVORCED	25	5.19%
MARRIED	138	28.63%
PREFER NOT TO SAY	25	5.19%
SEPERATED	*	*
SINGLE	173	35.89%
UNKNOWN	66	13.69%
WIDOW	*	*
Main Carer Child/Young Person with a Disability		
No	88	18.26%
Not Known	390	80.91%
Prefer Not to Say	*	*
Yes	*	*

Main Carer Adult		
No	88	18.26%
Not Known	391	81.12%
Prefer Not to Say	*	*
Yes	*	*
Foster Carer		
Prefer Not to Say	*	*
No	88	18.26%
Not Known	392	81.33%

3.2 List below available data and research that will be used to determine impact on different equality groups

The establishment list from HR Core provides the primary data, used to support this EIA. The EIA will consider the impact of the restructure in terms of:

- loss of posts and changes to line management and roles and responsibilities
- changes to on-site working methods and environment.

3.3 Evidence gaps

The amount of Street Scene employees who have not fully notified us in their equalities returns for the following groups are;

Ethnicity – 8.5%

Disability – 6.4%

Religion or belief – 6.8%

Sexual orientation – 12.2%

Civil status – 13.6%

3.4 Solution, please explain how you will fill any evidence gaps?

It is intended that through local management knowledge and the offer of one-to-one meetings with staff any particular issues from these groups can be supported to ensure equal treatment.

4. Project Milestone Outcomes, Analysis and Actions

4.1 Summary of the outcomes at each milestone

4.1.1 Milestone 1 – Initial review of Street Scene services

No initial equality issues were identified.

4.1.2 **Milestone 2** – Formal Consultation process

No equality issues were uncovered during the formal consultation process.

4.1.3 **Milestone 3** – Post restructure review

A detailed review of the impact of the restructure will be carried out. Any outstanding issues or corrective measures will be addressed as far as possible..

4.2 **Actions proposed**

4.2.1 **Milestone 1** – Initial review of Street Scene services

No further action

4.2.2 **Milestone 2** – Formal Consultation process

Adjustments were made to the consultation process where it was known employees had disabilities (e.g. in personal meetings); otherwise no further action needed.

4.2.3. **Milestone 3** - Post restructure

Any necessary action will be taken once review is completed

5. **Briefing, Sharing and Learning**

The table below sets down the consultation timetables.

Operational Restructure:

Date	Activity
	<ul style="list-style-type: none">• Initiation of Restructure (MTFS savings target)
11 th Jan	<ul style="list-style-type: none">• JNCC Meeting – Trade Unions given initial outline of restructure
8 th Feb	<ul style="list-style-type: none">• Workforce Board approves initiation of staff consultation
w/c	<ul style="list-style-type: none">• Email/Communication to staff informing them of timescales for staff consultation

Phase 1 - Consultation	
19 th April	<ul style="list-style-type: none"> Formal Consultation commences (45 days) Open consultation with the Trade Unions to discuss the consultation proposal Open consultation with staff to discuss the consultation proposal
19 th April – 5 th June	<ul style="list-style-type: none"> Personal meetings with staff members run during the consultation process. (Manager & HR) employee can bring a trade union rep. Staff briefings including providing regular responses to Frequently Asked Questions (FAQ's) weekly during the consultation process if appropriate Drop in sessions for staff to ask any questions (management and HR) Staff can also seek express interest in voluntary redundancy where appropriate
5 th June	<ul style="list-style-type: none"> Formal close of consultation

Office Restructure:

Date	Activity
Wednesday 23 th August 2017	Meet with Trade Unions to give initial outline of restructure
Phase 1 - Consultation	
Thursday 24 th August 2017	Launch Consultation (45 Days)
24 th August 2017 to 8 th October 2017	<p>Consultation</p> <ul style="list-style-type: none"> Open consultation with staff to discuss the consultation proposal Open consultation with the Trade Unions to discuss the consultation proposal Personal meetings with staff members run during the consultation process (employee can bring a trade union representative if they wish). Staff briefings Regularly updated Frequently Asked Questions (FAQ's) Sessions for staff to ask any questions Staff can also seek express interest in voluntary redundancy where appropriate
Sunday 8 th October 2017	Close Consultation
W/C 9 th October 2017	Final review of all feedback, and preparation of Final Consultation responses prepared
W/C 16 th October 2017	Meet with Staff and Trade Unions to feedback on the Final Consultation response

Following consultation and a review of feedback it is expected that a paper will be taken to General Functions Committee, if approved the new structure will be implemented.

Date	Activity
Phase 2 – Approval and Implementation	
Monday 30 th October 2017	Publishing of paper for General Functions Committee
Monday 8 th November 2017	General Functions Committee to seek approval for authority to implement new structure and
From 9 th November 2017	Proposed assimilation letters issued where appropriate and at risk notifications
Monday 13 th November 2017	Application period for expressions of interest in roles in the new structure opens
13 th November 2017 to 19 th November 2017	Period for submitting expressions of interest in roles in the new structure
Thursday 23 th November 2017	Invitation to interview send out
W/C 27 th November 2017	Interviews / selection process
W/C 4 th December 2017	Appointment Process
From 11 th December 2017	Implementation of: <ul style="list-style-type: none"> • New organisational structure • New role profiles • Recruitment to vacant posts • Redundancy letters issued (where staff either unsuccessful or have volunteered)

Comments resulting from consultation:	No comments were received during the consultation regarding any equality issues.
Actions following consultation:	To proceed with the implementation plan (detailed above)
Comments not actioned and reason:	N/A